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CIA CAREER COUNCIL

19th Meeting

Thursday, 1 March 1956

DCI Conference Room

Administration Building

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Present

Lyman B. Kirkpatrick
Inspector General
Acting Chairman

Robert Amory, Jr.
DD/I
Member

[REDACTED]
Chief of Operations, DD/P
Alternate for DD/P, Member

25X1A9a

[REDACTED]
Director of Communications
Member

25X1A9a

[REDACTED]
Assistant to the DD/I (Admin)
Alternate for DD/I, Member

25X1A9a

[REDACTED]
Acting Director of Training
Alternate for Director of Training, Member

25X1A9a

[REDACTED]
Acting Director of Personnel
Alternate for Director of Personnel, Member

25X1A9a

Lawrence K. White
DD/S
Member

[REDACTED]
Executive Secretary

25X1A9a

[REDACTED]
Reporter

25X1A9a

Guests

25X1A9a

[REDACTED] C/PFCS/DDP
Sheffield Edwards, Director of Security

25X1A9a

[REDACTED] Office of Personnel
[REDACTED], Office of Personnel

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I N D E X

Agenda Item No.	Subject	Page
1	Approval of Minutes of 18th Meeting	1
	Comments by DD/S concerning status of Agency military reservists	1
3	Discussion of Staff Study, "Selection for Defense Colleges," dtd 23 Feb 56 . .	2
2	Discussion of Staff Study, "Individual Career Planning," dtd 22 Feb 56	5

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. . . . The 19th meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 1 March 1956, in the DCI Conference Room, Administration Building, with Mr. Lyman B. Kirkpatrick presiding

MR. KIRKPATRICK: Gentlemen, shall we come to order?

The first item on the agenda is the minutes of the 18th meeting, for approval. Any comment?

COLONEL WHITE: I have a comment. I didn't get the same impression as indicated here on the top of page 2, where it says [reading]:

"There was discussion of the difficulty that would be encountered in establishing world-wide requirements for language competences. It was agreed that this was the final responsibility of the Director of Personnel, along with his responsibility for job qualifications"

I rather thought we agreed that it was the responsibility of the operating components.

MR. KIRKPATRICK: The responsibility of the individual heads of the components, with the Director of Personnel to centralize it.

COLONEL WHITE: But not the Director of Personnel to establish it.

25X1A9a

[REDACTED] That is what I thought I was saying here. What I mean by "final responsibility" here is that the Director of Personnel issues all statements of job qualifications, but he gets these from the heads of the operating components.

COLONEL WHITE: I think it would be clearer if this was changed to read it was agreed that this was the responsibility of the heads of the major components, and that the Director of Personnel would establish a central file of these requirements - or something to that effect.

MR. KIRKPATRICK: I agree. Then you move to have the minutes changed to reflect this thought?

COLONEL WHITE: Yes.

25X1A9a

[REDACTED] I'd like to make a comment. I would like to commend the Secretary for the brevity of the minutes this time.

MR. KIRKPATRICK: Any other comments? If not, the minutes stand approved as submitted, with the one change that has been noted.

COLONEL WHITE: Would it be appropriate for me to make a comment on paragraph 3 [re election of category or status by Agency military reservists]? I was absent from that Senior Staff meeting and I don't know whether the Director discussed this or not. Did he, Dick?

25X1A9a

[REDACTED]: The status of Agency military reservists? No.

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25X1A9a [REDACTED] No, he did not.

25X1A9a [REDACTED]: I don't think it's necessary at this stage now. It would seem as though we were getting the returns in fast enough to meet the March 15th deadline, instead of the 1 March deadline which General Cabell had established. And I think General Cabell informed them it would be about two weeks late, and that was agreeable with them.

COLONEL WHITE: I had one meeting over at the Department of Defense and then we had a meeting in the Agency with the Personnel people and the heads of the reserve components of the Agency, and, to make a long story short, we felt that the criteria which the Department of Defense was insisting on, in determining mobilization requirements, etc., was not something which we couldn't live with. The difficulty had been that we had taken a blanket approach to our mobilization requirements by saying, in effect, "Well, the DD/I has 200--we will say--military reservists for which he will not have a mobilization assignment; but the DD/P has 400 vacancies that have to be filled from somewhere, so we will therefore request all Agency reservists be assigned on a blanket basis to the Agency." The Department of Defense took issue with that in insisting that each individual case be screened and decided on its own merits, etc., and the heads of the reserve components felt that that could be done and should be done, and it wasn't any problem. So I don't think we have anything that we can't live with in that situation.

MR. KIRKPATRICK: Would the Council prefer to go from item 1 to item 3 and take up the Staff Study on "Selection for Defense Colleges" first, since "Career Planning" is a far more controversial subject? Hearing no dissents, we will, then, proceed with item 3.

25X1A9a Jess [indicating [REDACTED]], do you want to make any comment on this paper?

25X1A9a [REDACTED] Not necessarily, except to say that I have had dealings and have been connected with it, and it might be well to get this into the career system in some manner, so that people would actually be selected for this rather than being given the chance of volunteering. That is what the paper generally reflects.

MR. KIRKPATRICK: I must say I am in complete accord with you on that.

Any comments on the paper as presented?

25X1A9a [REDACTED] I have a comment with regard to the number of candidates which might be proposed.

25X1A9a [REDACTED] What does that "equivalent in number to four times the number

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of slots available" mean? Does it mean you should have four people for every slot, or that you should have two or more--

MR. KIRKPATRICK: Are you talking about paragraph 5.a.?

25X1A9a [REDACTED] Yes. The language is: ". . . equivalent in number to four times the number of slots available."

25X1A9a [REDACTED] The DD/I would nominate 8 people for the National War College, the DD/P would nominate 8, and the DD/S would nominate 8. Where do they get these 8? They get them from asking the various Career Boards under them to identify the people qualified to go on the basis of what they could contribute.

25X1A9a [REDACTED] That seems like an excessive number to me. How was that figure arrived at?

25X1A9a [REDACTED] We just thought it was a good number for selection.

25X1A9a [REDACTED] We thought there must be 24 people in this Agency who would qualify, or it was appropriate to screen out, and that gives you a selection of two out of 24, in that case.

25X1A9a [REDACTED] Plus the alternates.

MR. KIRKPATRICK: It means each Deputy nominates 36 candidates to Defense Colleges, because there are nine slots.

25X1A9a [REDACTED] And each of the individuals selected for the original nomination could be considered as an alternate or considered for nomination to the other colleges.

25X1A9a [REDACTED] It's all very fine to give a lot of people a crack at this, but if you're going to lock up all those people for a whole year, until somebody gets around to deciding whether they are going to the War College, and passed through-- it's just too rough. If we send a man overseas on a two-year assignment we're not going to bring him back if he gets chosen.

25X1A9a [REDACTED] It could be decided very quickly.

25X1A9a [REDACTED] But even so, if you get the Director to approve these a year ahead of time then I suppose we could live with it relatively well, but as a practical matter I have some question on it.

MR. KIRKPATRICK: You are worried about the time lag between when you nominate them and the time when you know definitely if they are going. So if that time lag could be a matter of two weeks, at the maximum, your concern would be eliminated, and then you could plan for the guy.

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While we are still on this numbers' problem, if each Deputy nominated 36 that would be 108 all told from the whole Agency. What is the maximum number of people we have ever had nominated?

25X1A9a [REDACTED] I believe it was 29. And I believe this number is larger than we need. If we drop to 2 per slot--actually there are 10 slots, because the Armed Forces Staff College is twice a year. So if each Deputy nominates 20 and we have 60 from this Agency, and then if we also say that a nomination for the Naval War College can be transferred to the Air War College--in other words, if there is some interchangeability, it seems to me you have plenty of selection from 60 top people in the Agency.

25X1A [REDACTED] I wonder if that is a good idea? I would recommend a particular man for the Air War College because I thought he ought to go there, but I wouldn't be nominating that man for another college.

MR. KIRKPATRICK: I have noted the DD/P has never recommended on an interchangeable basis.

25X1A [REDACTED] I was on one of these Selection Panels once, and some people applied for everything and the head of their Career Service recommended them for everything; but others recommended for only one college. I think it should be left up to the head of the Career Service to recommend a man for this particular college, and, alternately, for this one--if he wants to.

MR. KIRKPATRICK: I agree.

25X1A [REDACTED] And not make it mandatory--

25X1A9a [REDACTED] I took part in the Panel's deliberations, and actually I was the victim who prepared this paper. But since then I must say I really believe this number is excessive, and I would recommend that we drop from four down to three or two.

MR. KIRKPATRICK: Could you be specific?

25X1A9a [REDACTED] I recommend two, which would be a total of 60 candidates, with 10 to be selected; in other words, a selection of one out of six.

25X1A9a [REDACTED] I started out with the concept that what might be done would be for each Career Service to identify all the people that it would be appropriate for them to go to this thing, and maybe they come to two or maybe they come to thirty, and it might necessarily be for the next year, but this would be more of a long-range thing.

MR. KIRKPATRICK: Don't you think we ought to work up to it, Bob? Because

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here if we had only 20-odd nominees, to suddenly jump up to and require 108--

25X1A9a [REDACTED] I would like to see the number reduced.

MR. KIRKPATRICK: If we reduced it and got 60 candidates and worked on that basis for two or three years, then maybe we would have completed the educational process that you have in mind, and could go on up to four.

25X1A9a [REDACTED] If each Career Service is selecting, let's say, for this particular year, that is one thing; but if they are identifying all the people who conceivably could go, that is something else--and then the final selection would also depend on their availability now or maybe next year.

MR. KIRKPATRICK: The availability of the people in the DD/P area is so transitory that you would be defeating yourself by forcing that.

Any further comment on two versus four?

COLONEL WHITE: I prefer two.

✓ MR. KIRKPATRICK: All in favor of two, say "aye." Opposed? It shall be two.

25X1A9a [REDACTED] The second recommendation here is that to implement this the Panel put this paper, plus the discussion we have just had, into a draft of a regulatory issuance.

MR. KIRKPATRICK: Before we get to that, Rud, it seems to me, from the
25X1A view expressed by [REDACTED] that there is a very definite feeling that the nominators--in other words, the Deputy Directors--should retain the right of indicating which colleges the individuals are nominated for, and there should not be interchangeability left to the Panels. Is that correct?

25X1A [REDACTED] Yes.

COLONEL WHITE: I believe that is right, but there may be lots of cases where they will be interchangeable.

25X1A9a [REDACTED] Then you would be the one to recommend them for either Air or Army, or something like that, and the Panel would be guided by that kind of recommendation.

MR. KIRKPATRICK: Jess, do you want to say anymore?

25X1A9a [REDACTED] No.

MR. KIRKPATRICK: Any other comment on the paper? Is the paper acceptable then? It stands approved.

Now we go to item 2, "Career Planning," for which I acknowledge

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responsibility for having put this on the agenda.

25X1A9a . . . [REDACTED] retired from the meeting . . .

MR. KIRKPATRICK: I have had, as I believe is mentioned in this Staff Study, considerable comment--not necessarily from the so-called "IG cases" but more from supervisors we talk to, and personnel we talk to in the process of surveys, and just people dropping in to talk about careers--that there seems to be quite a feeling in the Agency that we are not doing as well on career planning as the people would want.

25X1A9a Now, the papers which the staff of [REDACTED] have produced, surprised me from the point of view that we are doing a lot more than I thought we were doing, and some offices, particularly Communications, are doing a magnificent job in it. 25X1A

25X1A [REDACTED] Don't take all of that--that's [REDACTED] for two years with this normal management of people. I am not satisfied we are getting around to every individual and discussing with him quickly enough his desires and aptitudes. It's increasing, but, particularly in the clerical field, we haven't been able to satisfy all of them.

25X1A MR. KIRKPATRICK: Well, regardless of whether the [REDACTED] is a true indication, the thing that is a little more significant to me than that is the fact that the will is there and that the action is in process. I don't think we can complete career planning for the Agency in less than, say, five years, even at the best.

25X1A [REDACTED] The significance is that every individual in my office knows his future is being looked at and looked at regularly, although we can't lay down a five-year-plan on where this fellow is going to go, but we can make categories and say that all good radio operators will become either operations people or supervisors--but we can't spell it out.

25X1A9a [REDACTED] You can't spell out which station and when.

25X1A [REDACTED] No.

MR. KIRKPATRICK: At any rate, I think the material produced indicates fairly conclusively that career planning in the Agency runs practically from one extreme to the other, and that certainly the comments that have come forth from the various offices also indicate a wide disparity of views as to whether career planning is wise or unwise and is practical or impractical.

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In an effort to crystallize my own thoughts on this subject, I ran a couple of exercises of my own, the first of which was to tell each one of the assistants to the IG that I wanted their career plans submitted in two weeks, and then sit down and go over these career plans and see what an exercise like this meant with six men of fairly senior character in the Agency, with an average experience in the Agency of around seven years. I brought them all with me but I thought I'd show you what three of them looked like, because I laid down no formula or format-- I simply said, "Plan your career from now to retirement."

Here is one type of career plan that was submitted, in which the individual took his age and the year, the job he was in, how long he planned to be in it, and then what he wanted to do in the way of his next job. This one has aspirations to go overseas with the DD/P, which will be in the year 1959, he will be 36 and will have had seven years in the Agency at that time, and 11 years in the Government. Then, when he comes back at the age of 40 he wants training, and he is thinking of a staff job, and he would like to move up to the Agency planning level. And from there on he simply gets into what I think is an area we might call the "E" area, or the "Executive Area," where you can't really plan. Somebody made the comment to me that in the military services when you got to be a general officer you were really made a second lieutenant, because you were sent anywhere at anytime--

25X1A [REDACTED] And even in a command or service that was different from their basic arm.

MR. KIRKPATRICK: That one is the simplest kind of career plan.

25X1A9a The second type came up from [REDACTED] who is presently 48 and has been in the Agency seven years. So he planned his next 17 years, and it came out somewhat this way. He did it in a very scientific manner, he took his background first and went through his entire education and employment experience, his military service, combat record, etc. He went from that to his career plan for the next five years, and then for the second five years, which was in much more general terms. And, finally, he came up with an alternate career plan.

Then the third type of plan--and I was told this was NOT a road map when I got it--this is a flow chart type of career plan, and a very interesting one, in which he started right from his pre-employment history, went through all his CIA history, and, as you can see, this ink writing vertically indicates the career planning henceforth, with a Phase 2 and a Phase 3.

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I only bring these in, not illustrative of how it SHOULD be done but how it CAN be done. When each of these were submitted we sat down and went over them. The interesting part is that out of the six men in the Staff that I had do this, I was in pretty complete agreement as to five of them. I thought they had assessed themselves pretty much along the lines I had assessed them, and I thought they had produced intelligent career plans based on their capabilities. The sixth man I disagreed with because it seemed to me for subjective reasons he was veering away from his true career plan, the subjective in part having been induced by the Agency and in part induced by himself.

25X1A9a

After doing these I turned them over to [REDACTED] who had considerable experience in G-1, and who actually sat for awhile when the Army was working out some of their career management programs, and had him go over them and then we sat down together and talked about these plans.

Well, the conclusions I draw, which are also based on this paper, are generally these: We don't want to go to the extreme, in my mind, of putting ourselves in a straight jacket as far as the Agency is concerned. We must recognize, also, something which many of our supervisors didn't recognize in commenting on career planning, that a career plan is not a commitment by the Agency, nor is it a commitment by the individual, but it is a guide on both sides in which by taking the true capabilities of the individual and taking the demands of the Agency a general pattern is developed, with both sides recognizing that a change in Agency organization or developments of an unexpected nature might at any time change that career plan. Therefore, I don't subscribe to several of the comments in here that there would be a morale factor involved if you were to develop career plans and then not be able to implement them.

25X1A

[REDACTED] I think it would depend on the grade of the individual. If you are talking about a GS-7, those people would take their career plans as gospel; but people that are perhaps GS-12 and above, they understand this and don't consider it as a gospel. But the lower grades will consider it as a definite promise.

MR. KIRKPATRICK: I think you are absolutely right.

I was particularly interested, in going through these comments, in the fact that FI and PP have started with 11's or 12's, which to my mind is the ideal place to start, because they are your junior managers who are coming up fast and who seem to reflect the most worry about careers, and an awful lot of them are

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at that level where they are to decide whether to stay with the Agency or not stay with the Agency.

Then I went through one other exercise before coming down to some fairly solid thoughts on this subject, and this produced such good results that if you would like to I would like to share them with you. I have removed the identifying remarks from this particular piece of paper because I don't think the name of the individual who prepared it is pertinent, and I'd hate to see some very good thoughts in here distorted by personalities. But I went to one of our senior officers in the Agency--not on my staff--who has been in the Organization for a decade or more, and who has held both supervisory and staff positions, and presented the problem to him. And he came up with a paper which he has entitled "Aids to Personnel Management," which, if you approve, I would like to turn over to the Secretary to have reproduced and distributed to the Council. In a few sentences, what he said is that part of our supervisory problem is that we don't give our supervisors all of the tools they need. And he has made a suggestion here which, coincidentally, and I think without prior knowledge, falls very closely into what the military services now call the "Officers' Evaluation Report," in which the officer's fitness reports, comments on his performance, investigation reports, etc., are all put together and analyzed by a staff, and that is then given to selection panels to use in promotions, in transfers, and in assignments. This isn't too long--about seven pages--and I think you will find it's most interesting to read.

25X1A [REDACTED] Those profiles are available to all selection boards.

MR. KIRKPATRICK: From the way it's described here, and from what I have been told, it sounds to me like a tremendous step forward.

25X1A9a [REDACTED] It's done professionally, with the same criteria. Isn't that one advantage?

25X1A [REDACTED] There is no standard yardstick to a fitness report. The selection boards I've been on--among general officers there was more attention paid to who made out the fitness report than to the fitness report itself. There is that lack in it. But it is an improvement, I think. It gives the selection board something to work on.

MR. KIRKPATRICK: The last thing I did was to take a look at our sister or brother service, the Department of State, at their Foreign Service system, to see how they go at this. Of course, right now they are in a very difficult position with

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the Wriston recommendation. That apparently has raised the most ungodly hell with their system they have ever had, and their selection and promotion panels are almost at a dead standstill. I noticed a report from the House Foreign Affairs Committee on it, in which it just takes State apart, because apparently in their first promotion board since "Wristonization" - 99 percent were Foreign Service officers and only one percent were "Wristonized." And that didn't go over very well with the Congress.

Well, the conclusions I come to, generally, are something like this. I think this Staff Study is a good start. There are some points in here that I don't necessarily agree with all the way through. I would suggest that we take this Staff Study, plus a suggested format for career planning--in other words, how it is put on paper--plus suggested procedures, and circulate them to all the component Career Service Boards and see if after a painstaking process we can't come up with a standard form to use across the Agency, because I think if we don't do it on an individual basis across the Agency, with everybody slightly different from the other, we are simply going to ultimately end up with having to do a great deal more amount of work, and we can standardize it at an early date.

I didn't mean to deliver such a long oration, but that is, in general, my view on it.

Now, can we have some comments on this paper entitled "Individual Career Planning"? Red?

COLONEL WHITE: Well, I think the level of 11's and 12's is the level which you could do the most with, because there you have something to go on as to what they have already accomplished, and they are people who are not so far advanced that you can't make some plans for them. As you get up into the higher grades it's very difficult, to say the least, to arrange assignments for people, because you have to do it on a basis of mutual acceptability to the Career Service head, and, in our case, the component he is going to work for, and that is the best level to work with.

As I think is outlined here, the problem is that it is a terribly time-consuming thing, and it takes a lot of people to do it, and the danger is that if you do it for everybody, and if it is not done most carefully and realistically, then the implementation of the career plan is going to be the exception rather than the rule. If you make a career plan for everybody, including clericals, for the next ten years, which almost gets into mass reassignment, you are going to defeat the

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whole purpose of the thing, and people will then be saying, "What does Career Service mean? I have had this plan and I am still sitting here in the same old seat and doing the same thing I was doing five years ago." I think you have to recognize that for most people that is exactly what they ARE going to be doing. I am as far behind, and maybe further, as anybody, in putting anything down on paper, but I certainly believe you have to be awfully realistic, and if a fellow or girl is going to be a secretary or administrative assistant for the rest of her career, then, for goodness sake, it's better to have that understood from the beginning, because when people get the idea, "Well, I am going to be here for a year and then move to the DD/I, and then to the DD/P, and in five years be an executive"--if we allow that kind of thinking to go on then implementation will be the exception rather than the rule.

MR. KIRKPATRICK: That to my mind was the most interesting misconception. I didn't think anybody in the Agency ever thought of "mass rotations." It just isn't sensible.

25X1A9a

But the word "career planning" has become almost synonymous with "rotation." And one of the reasons people are so frightened with this program is that they immediately come back and use the word "rotation" instead of "plan." And you have to point out that a perfectly good career plan may be to sit in that seat for five years.

MR. KIRKPATRICK: That is what brought home to me again the fact that if there is any one single aspect of our program we are missing the boat on, it's publicizing it. Admittedly, we have a great deal of work to do to get it shaken down and rolling, but I think we are missing the boat and just multiplying misconceptions by not having a better public relations effort. Rud, I think you better go up to [Benton & Bowles] and hire yourself a real sharp Madison Avenue type. I am perfectly serious about this. We don't want to put out a Foreign Service Journal, or anything like that, but if we can put out 8,000 copies on "National Brotherhood Week," why can't we put out something for the Career Service program that will go to all employees?

25X1A9a

Conceivably we could--because I think I so heartily agree with Von that career planning is considered rotation--in other words, the minute anybody starts to talk to you about a career plan, that means that sometime in the predictable future you have to move someplace, but implicit in the whole idea is

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the fact that you move, with the sensation being created there is no such thing as continuity and it's a game of Musical Chairs, which would be a disaster for this type of agency. So on that score there is a great deal of information that has to be gotten across. But by the same token the only thing that bothers me is that it looks to me like in one paper we are biting off more than we can chew, where an edict is issued and nothing is done about it for years, because we don't have the personnel and facilities to crank it out in this magnitude. I would much prefer to see us agree as to where we were going, to start, and then go at it piecemeal and have sort of an end point - that by this time we are going to have Phase 1 done, and then we will do Phase 2, and we can tell our employees, "You are in Phase 2 and we're not going to get around to you - so just relax." I'd much rather be told that than to be left sitting on the edge of my chair.

25X1A9a [REDACTED] It's only fair to tell them that.

MR. KIRKPATRICK: I think what we can do is just agree to start on two grades, the 11's and 12's, across the Agency, and then work in both directions from that as it seems to be most propitious.

25X1A [REDACTED] I didn't think it should be limited to departmental people. I thought it ought to include overseas people. I have about three-quarters of my people overseas.

25X1A9a [REDACTED] The reason for that is that if the individual isn't on the spot--everybody found it difficult except you. You have solved that.

25X1A [REDACTED] It's a simple thing. Six months before a man returns from overseas he goes on a home leave and reassignment request. He says what he has been doing and wants to do, where he wants to go, his next station, and what additional training he wants. Then his supervisor says how well he has done on his job and what he recommends for the man in the future. And that comes back before the Career Service Board at the time they consider both his rotation and promotion. It's not a weighty mechanism. In this case you are getting ideas from the individual as to what he wants to do, and sometimes he will say, "I want to consult with the Career Service Board upon my return." Well, he gets five days in Washington and he goes to the Career Service Board and explains in detail what he would want to do, about his family, etc., and if there were only certain stations he would go to, etc. At that time his plan is extended from two to four years.

. . . Mr. Amory joined the meeting . . .

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25X1A9a [REDACTED] Do you think we could use the overseas questionnaire that was developed--particularly in the DD/P--in the same way [REDACTED] is 25X1A using his reassignment and home leave questionnaire?

25X1A [REDACTED] Get a standard form.

25X1A9a [REDACTED] I just checked with [REDACTED] here, and there are very close 25X1A9a

25X9A2to [REDACTED] 11's and 12's.

25X9A2 MR. KIRKPATRICK: [REDACTED] 11's and 12's - and that would be starting with two--

COLONEL WHITE: From a planning standpoint there is no difference between the 11 and the 12. That is the bracket in which you have some performance to go on, and in which you have some room to maneuver.

25X1A [REDACTED] It's where they are emerging, too, from the crowd.

25X1A COLONEL WHITE: I think [REDACTED] has a more favorable situation than most anybody because he is dealing with communicators and he can make the decision as to where a man is going within his own shop. But if you get out of the communications' field--which the support components do, you see--it becomes a much more complicated problem. But that doesn't mean that it shouldn't be done.

MR. KIRKPATRICK: Bob, to bring you right up to what we are discussing, we are discussing the individual career planning paper. What we are trying to get at is a formula which could be put into effect so that, as Dick put it, we wouldn't be biting off more than we could chew or getting people anticipating immediate action which isn't going to be immediate action; and, consequently, we have more or less boiled it down in our minds that rather than take everybody we would take only the 11's and 12's.

MR. AMORY: And you just said there were [REDACTED] of those. And how about 25X9A2 the 11's and 12's who have been with the Agency three years? There are still [REDACTED] 25X9A2 of those?

MR. KIRKPATRICK: That would be about the same as the rest of the Agency-- 25X9A2 68 percent, and so you would probably have about [REDACTED]

MR. AMORY: If I could, I'd like to take a few seconds to say that my reaction was that you have picked the wrong man, as a preliminary sample. I think what we most badly need is career plans for the 15's. I have over [REDACTED] 15's 25X9A2

25X9A2 and only [REDACTED] supergrades; in other words, there is a greater percentage there. What are you going to do with those guys? They are, by and large, your most valuable

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men, and also the best known individuals. In other words, your career plan would be more realistic and there would be less checking of slots--and we could see how good a job we could do of planning programs for five years, or whatever your plan calls for, for your 15's. That was my reaction this morning, and I beat Von over the head on it, and I still think it makes sense to me.

COLONEL WHITE: Even if we just do it for the 11's and 12's I don't think anyone should be precluded from working in other grades. I try to manage the careers of my 14's and 15's on an informal basis. I pretty well know who the 15's are that I want to plan for, so it's not such a big problem in terms of people, and, in a subconscious way, I am doing that; I mean, those who have not been in the DD/P side of the house, for instance, I am planning to get there, and those who have not been overseas, I am planning to get overseas--so, in a way, we are planning for them all the time. My point is that this group of 11's and 12's is a group of people you can do a lot with. You don't have any trouble selling somebody 11's or 12's, but with the 15's you sometimes do.

25X1A [REDACTED] It would be easy for me. I have [REDACTED] 15's. 25X9A2

25X1A9a [REDACTED] I think [REDACTED] sent us a paper outlining Mr. Amory's plan. 25X1A9a

It's a matter of having no place to go--placement in diplomatic positions, placement in industry, or something of that sort.

MR. KIRKPATRICK: I wonder if we aren't talking about two different things. For example, I was thinking today that every supergrade ought to lose his career designation and move into an "E" category, or some general category, if he is qualified to, that category being one where he could be used in almost any job throughout the Agency except for the strictly specialty job, but it would mean he had moved into the general officer rank. Your 15's are getting awfully close to that, and it's at the 15 level you decide whether they are going into that category or not, and if they don't go into that category they are limited and their career category is where they are.

MR. AMORY: I don't buy the latter. I think you have to recognize that a 15 is a full professorship in the CIA University, and most people are going to have to be happy there for life. But you can make their job interesting by two years in

25X1A [REDACTED] and two years with the Board of National Estimates, etc. It's that kind of rotation on a horizontal level.

25X1A9a [REDACTED] It's a reward in a job rather than a monetary reward.

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25X1A9a

[REDACTED] In effect, what we are talking about here is that Bob has one sort of a problem and we tend to have a different one; in other words, the ones I am interested in are the young ones. The older ones bitch but when you sit down to talk with them they will back off like hell, because there are all kinds of unattractive aspects that suddenly get built into it. And it's from the young ones that we get most of the morale problems.

MR. KIRKPATRICK: It's the young ones we can't afford to lose, rather than the old ones, because they are the future of this Agency, and I think there are a lot of people waiting to move into the 15's that are of pretty high caliber. So I think as far as career planning is concerned we ought to start with these younger ones, and if you can do your [REDACTED] 15's while you are doing--

25X1A

25X1A9a

[REDACTED] The 11's and 12's are our Mt. Everest.

MR. AMORY: I think your general thought of picking a grade or two grades and trying to get on with the necessary business, rather than trying to do them all and then have all of us come in here with a wheelbarrow load--

25X1A9a

[REDACTED] The 11's and 12's are also in an area in which they are most likely to be buried, intentionally or otherwise, by people protecting their jobs at a higher grade, and they are people who probably would have some potential, in that they have gone this far, to go on to the general level. But there are people who inherently try to protect themselves in a higher grade.

25X1A9a

[REDACTED] Is it implicit in this system that the individuals start off, as they did in your Staff Study, with deciding what THEY want to do, and on the basis of that the career planning would start? Or is it the responsibility of the Panel--

MR. KIRKPATRICK: I would much prefer the latter, that the Panel sits down and decides what they would like them to do. I think there they put in some safety valves against dissatisfaction. Now when you get to the senior 15's, or whatever, it might be that that's another factor.

COLONEL WHITE: And the most important thing, it seems to me, is to come up with something which isn't too unrealistic. Let's take Commo, for example. I assume that for most of the people in Commo--probably 90 percent of them--their career is going to be in the Office of Communications. So there is no point in sitting down and making some career plan for them elsewhere; and [REDACTED] knows what the possibilities are there for assignment overseas, or for the Signal Center, or for something else, to bring that fellow along.

25X1A

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25X1A9a

[REDACTED] The most important ingredient, to my mind, is the proper letter of instruction from this Board to the Panels, with the philosophy of Career Service in it that it doesn't necessarily mean rotation. It's perfectly idiotic to take an individual and say he will transfer [REDACTED] when it turns out there is some ailment--well established in the record--that would prevent that individual from going overseas. We have to get those things on the record so we don't have a lot of idiocy and all kinds of heartaches, with people rushing around trying to find out what they are going to do about this horrible situation that has developed. And unless we have a standard instruction as to how to proceed, I think that is inevitable.

25X1A

MR. KIRKPATRICK: That is why I think [REDACTED] the next step is to take this paper which has been prepared and straighten it out on the basis of what has been said here, and then prepare the procedures and the philosophy, and, if possible, the form this should take, and then have the Council meet on it again and go over it until we have thrashed it out to exactly the last word, and then circulate it.

While we are on that, I have some specific comments on this paper [Staff Study re Individual Career Planning, dated 22 February 1956]. On page 6, where the Assistant Director for Operations is quoted, my comment on the margin is: "Who is talking about mass rotation?" I'd like to comment here, however, that the

Office of Operations does have a large element of dissatisfaction, particularly in [REDACTED] about their inability to come into Washington or other jobs, but these are almost entirely in the 13 and up categories. The 13's, 14's and 15's [REDACTED] would like to see something open up here so they could be brought in.

MR. AMORY: As you know, Kirk, I am very concerned with the whole concept of an OO Career Service Board, and I strongly urge on you that there be one Board and they be blanketed into your Board. - and the [REDACTED] people would get an IG designation, and the contacts one I think probably better remain contact specialists, since they are basically intelligence gatherers, and there has to be some kind of a lateral pipeline with your FI Board.

STATSPE

25X1A

[REDACTED] I discussed that with Carey, with an alternate IG--

MR. AMORY: Because it's criminal if a 13 job opens up and you have somebody else well qualified, and you put an inferior guy in--

25X1A

[REDACTED] We don't count the indigenous people.

MR. KIRKPATRICK: Then in the next paragraph, paragraph (6), I notice

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25X1A9a [REDACTED] mentions "formal plans." Nobody is talking about "formal plans." Again, I think if we try to give the impression that if a career plan is developed and then is signed, sealed and delivered, and nothing can change it, that would be a terrible problem.

25X1A9a [REDACTED] I think this is my fault. It's a question of terminology. We were trying, with the secretaries of the Boards, to distinguish between planning in the air and planning on paper.

MR. KIRKPATRICK: Then on page 8, the conclusions, I have written in strong letters after subparagraph a - "Individual Career Plans should be required for all members . . ." - I have a big NO there. I don't think even if they are taken by grade structure, they should be required for all. I think it has to be selective. But those who don't have a formal career plan should be told why they don't have a formal career plan.

25X1A9a [REDACTED] That is what we meant, Kirk. If the plan is that there is no plan for you, that still is the plan--otherwise, some Joe will not understand and some morale problem will come up if he wonders if he is excluded for some reason from career planning.

25X1A [REDACTED] I think you can handle it this way. We have publicized that when we promote a man to an 8 he has to be the best 7 that we know of, and then from an 8 to a 9, he has to be the best 8. He is in competition, but he may end up his career as an 8. It all depends on him. If he can cut the mustard and he gets up in the top of the 8, then he is a 9. They know that, and in some cases that is all the plan you need for them.

25X1A9a [REDACTED] That is all I meant by "all" - that everybody had to know.

MR. KIRKPATRICK: Then the other comment on that same page, subparagraph d - I worry about the words "approval by appropriate officials" - with concurrence or something not implying the Agency's full sponsorship. In other words, I think here we get into the affect it can have on morale; and the "courthouse lawyers" are going to be arguing that this was approved and, by gosh, this has to be it or the Agency is violating a commitment they made to me five years ago. So I think when we work out the form it should be so carefully worded that the individual understands it is only a guide, and that many factors may affect it in the future, but on the basis of his present performance this would appear to be the direction he should go. If it is properly worded then, and people read it, then that is fine;

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the other factor being that I think people who argue on that basis very quickly make themselves ineligible for career planning.

[REDACTED] We direct to [REDACTED] the philosophy for this program. 25X1A9a

25X1A9a

I might say a few words about our experience in the Office of Training. We started last year trying to get career plans for five years ahead on all our people, and these were fairly specific for two years and then quite general for the following three years. They included not only possible rotation but also included plans for training. These were evolved by the individual in consultation with his supervisor. Then the Career Board discussed it, and, in some cases, considered it wasn't a wise plan. In a number of cases there is no rotation at all - there is no moving out of the jobs we have. We have illustrators, artists, and language teachers, and it looks like they are going to keep on doing that work, but at least the individual knows where he stands. As far as the clerical people are concerned, on most of them there is no necessity for a plan, and we don't insist on it, actually, but a number of them have come up for plans, and in some cases their plans are to keep on doing what they are doing.

25X1A9a

[REDACTED] Actually, there aren't many personnel below GS-7 who are in the Career Staff. The turnover in the lower grades is so tremendous--in the lower clerical grades--that not very many of them reach the three-year "Pearly Gates," and those who do are very important.

25X1A9a

[REDACTED] This we reduced to one page, and now we are engaged in the first annual review, so we are taking them unit by unit, rather than grade-wise. We are taking the Operations School, which is DD/P--we are taking all of those at one time. And along with helping the individual, this helps us, too, because we know how many instructors we plan to rotate this year, next year and the following year, and we begin to see ahead what our needs are going to be in the way of instructors, and the like.

MR. KIRKPATRICK: Any other comments on this paper?

25X1A9a

[REDACTED] I have quite a job ahead of me. Could we go over these conclusions very briefly and make sure I understand what changes are to be made? Do you want to stop at age 55, for example--taking conclusion a in the Staff Study.

MR. KIRKPATRICK: Doesn't the fact we are going to start with 11's and 12's completely change that basic paragraph?

25X1A9a

[REDACTED] Paragraph c has to do with our priority. In other words, require plans for persons GS-11 and GS-12, and eliminate "under 45 years of age,

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and who are physically present . . ." That is our priority. Could you give me some guidance on the rest of these? On paragraph a, for example--that is quite important. If I can get that, I can handle the rest of it, but I am not sure what you want.

COLONEL WHITE: What seems to me the consensus is that while we should have individual career plans for all members of the Career Staff it is recognized it is impractical to do so immediately; and, therefore, as a priority we are going to tackle the 11's and 12's first, with the understanding that you are not precluded--

25X1A9a [REDACTED] The 11's or 12's or both?

25X1A [REDACTED] Both.

25X1A [REDACTED] If you put the word "ultimately" in here--

25X1A9a [REDACTED] Okay, I know what you mean.

MR. KIRKPATRICK: I think as far as paragraph e is concerned, you will find some good food for thought in the paper I just gave you [Aids to Personnel Management], which I would suggest you circulate as early as possible to the members of the Council.

. . . Mr. Edwards retired from the meeting . . .

MR. KIRKPATRICK: Then I think the rest of the paper you could rephrase. It seems to me that in preparing this for circulation to all the Career Boards and Panels there is no point in going into some of the philosophy that has been advanced by the respective offices.

25X1A9a [REDACTED] I think that ought to be replaced by the philosophy of this Board.

25X1A9a [REDACTED] There will be another meeting here on this.

MR. KIRKPATRICK: And then I think you might solicit forms for career plans from various offices and submit three or four to this Council to deliberate on.

25X1A9a [REDACTED] Personnel, and Training have forms.

MR. AMORY: I'd like to get a look at the other ones.

25X1A9a [REDACTED] We will pull them together and send them around.

MR. KIRKPATRICK: And then, as Dick says, the philosophy is the most important aspect in this.

MR. AMORY: I just don't know--and maybe you are already doing something on this--but somebody should be coordinating with the Civil Service Commission or

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whoever is drafting the legislation on the so-called Senior Civil Service--whether we want it in or out, which I think, frankly, we should be in. It's the general idea of doing what the British do with people on the Under-Secretary level, and that kind of thing. But I would hate to see us, without mature thought, take a powder on the thing, particularly if we can get a deal with State, NSA, and things like that.

25X1A9a

Our biggest headache will be the security side of it.

We didn't recommend endorsement by reason of the security problem.

MR. AMORY: I think all the aspects--security and other things--should be considered by this Board as an agenda item at some time.

MR. KIRKPATRICK: Any other new business? [No response.] The meeting stands adjourned, the next meeting subject to call.

. . . The meeting adjourned at 5:00 p.m. . . .

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